



Knowledge Management Processes Influence on Employee Job Satisfaction in Food Manufacturing Firms in Kenya

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ISSN: 2616-8421

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How to cite this article: Onjolo, S. (2025). Knowledge Management Processes Influence on Employee Job Satisfaction in Food Manufacturing Firms in Kenya. *Journal of Human Resource & Leadership*, Vol 9(1) pp. 15-34. <https://doi.org/10.53819/81018102t4312>

Abstract

This research aimed at assessing influences of knowledge management processes on employee job satisfaction in selected food manufacturing firms in Nairobi, Kenya; with processes decomposed for investigation into three constructs of knowledge creation, sharing and application. The study adopted post-positivism philosophy to accommodate triangulation of qualitative and quantitative data as well as explanatory research design with stratified proportionate sampling technique for conducting field survey. A sample of 384 respondents from a target population of about 12,643 employees from 56 food manufacturing firms was obtained using Fisher's (1991) formula. A 5-point Likert scale questionnaire was used to collect quantitative and qualitative primary data, which underwent descriptive and inferential analyses. The study findings revealed that knowledge management processes had positive and significant relationship with job satisfaction as $t_{cal}=14.37 > t_{crit}=1.96$ at $p=0.000$. Therefore, null hypothesis that knowledge management processes have no significant influence on job satisfaction was rejected. The regression outcome of $\beta=0.656$, $p=0.000$ indicated that a unit enhancement in knowledge management processes results in job satisfaction enhancement by 0.656 units. The study concluded that knowledge management processes influence job satisfaction. Management of the firms should prioritize continued needs assessment for knowledge management processes, to support knowledge management system for optimization of job satisfaction.

Keywords: *Knowledge management; Knowledge management processes, Job satisfaction.*

1.0 Introduction

Knowledge management is variably perceived as literature depicts that no single definition of knowledge management fits all as it diversely acquires contextual leanings. Spender (2015) views pluralism in the understanding of concepts, definitions and terminologies as immaturity of knowledge management as a field of study while Massaro (2015) documents it as an acknowledged academic and professional purview, declaring it a well-established area of research in recent years. Knowledge can be taken as justified true belief (Nonaka & Takeuchi, 1995), which incorporates

<https://doi.org/10.53819/81018102t4312>

truth, belief and justification conditions (Bolisani & Bratianu, 2018) in respect of relationships concerning concepts in a particular area of study (Fernandez & Sabherwal, 2015). Relatedly, Inkow (2020) documents knowledge management as a discipline that deals with the collection, processing, sharing, use and measurement of the internal and external information potential of an organization.

To mitigate ensuing global volatility, uncertainty, complexity and ambiguity in business arena, knowledge remains a key ingredient for achieving inevitable adjustments to survival and growth of organizations hence, it is this perceived knowledge value that necessitates its capture, utilization and overall management for organizational success (Yaghoubi, et al., 2017). In consonance to this, Rezny et al. (2019) declared knowledge a significant resource - consistent with present economic context whereupon intangible assets remain highly valued for sustained competitiveness as Koech (2019) confirmed that competitiveness of a firm is enhanced when its competitors are unable to access its protected knowledge. Thus, knowledge management enables access tools for information collection, generation, classification and dissemination through central depository system that supports overall business strategy.

Relatedly, Ortega-Gutiérrez, et al. (2015) observed that organizations generate knowledge from inside and outside, hence requiring internal processes for integration and utilization, buttressing Martelo & Cegarra (2014) position that knowledge management processes become a necessity that bridges generation and capture of new knowledge to mainstreaming for application or utilization in operations of the firm. This illuminates the significance of Nonaka and Takeuchi (1995) framework of socialization, externalization, combination and internalization (SECI), which supports conversion of tacit and explicit knowledge, as a pedestal for knowledge creation and sharing. It enables codification of internally generated and externally acquired knowledge into explicit knowledge that supports work processes, organization performance and job satisfaction.

In the view of Inkinen et al. (2015), ultimate benefit of knowledge management processes lies in their ability to enhance effective utilization of knowledge assets, in tandem to which, Hbabi and Alomari (2020) confirmed that knowledge management processes positively impact employee innovativeness for generating, storing, sharing and applying knowledge for improved work performance and job satisfaction. In their study on relationship between knowledge management and employee performance, Rahmayanto et al. (2019) decomposed knowledge management into knowledge infrastructure, resources and processes, operationalizing knowledge management processes into knowledge creation, sharing and application, which this study adopted in conceptualization for instrumentation and field survey. The current study investigates influence of knowledge management processes - creation, sharing and application, on job satisfaction in food manufacturing firms.

2.0 Literature Review

2.1 Theoretical Review

2.1.1 Knowledge-Based View (KBV) of the Firm

Knowledge capital was first conceived by Drucker (1993) before Grant (2006) declared knowledge-based view of the firm that Fernandez & Sabherwal (2015) documented as unique, valuable, not substitutable and difficult to imitate. KBV posits that an organization exists as an entity operating on knowledge interactions featuring: employee competencies, organizational internal structures and environmental external structures; with knowledge as fulcrum for

competitiveness. Thus, resource base of a successful firm increasingly comprises knowledge-based assets, validating the notion that knowledge drives organizational performance.

Grant (2006) held that an employee is the primary actor in knowledge creation, sharing and its principal repository as organization undertakes knowledge protection to benefit from its application. Prospectively, Curado (2014) opined that knowledge is the most strategic resource of the firm, declaring that knowledge asymmetry among firms in an industry determines their performance differentials owing to variation in their capabilities and competences, one major component of which is knowledge management processes and its versatility. Knowledge theory of the firm underpins knowledge management, which advocates for knowledge creation, sharing and application that are critical for job satisfaction and organization performance.

2.1.2 Herzberg's Two-Factor Theory

Using data from interviewing 203 engineers and accountants in Pittsburgh in bid to answer the question, "What do people want from their jobs?" Fredrick Herzberg developed the Two-Factor Theory in 1959; which caused a deep into the root of motivation - the gist of engagement with workforce to stimulate them into giving best performance. This led to publication of an article, "One More Time: How do You Motivate Employees?" From this was developed the Herzberg's motivation-hygiene theory, also called the two-factor theory, which view job satisfaction and job dissatisfaction as existing on two different continua, each having its own set of factors (Herzberg, et al. 1959; Herzberg, 1991).

The theory advocates that it is through motivator and hygiene factors that management focus on employee needs can achieve job satisfaction and motivation for peak performance. It holds that presence of motivators such as work itself, responsibility, achievement, recognition, opportunity for growth, and self-development lead to job satisfaction, while deficiency in hygiene factors such as company policies and administration, work conditions, salary, supervision, relationship with managers and peers, promote dissatisfaction (Herzberg, 2003). On the strength of the theory therefore, management has to in a mutually exclusive manner, continually address each continuum to attain desired levels of satisfaction. Nickerson (2023) opined that motivators are potent in driving motivation and job satisfaction while inadequacy of hygiene factors erodes motivation and lead to absence of job satisfaction.

Alshmemri et al. (2017) expressed that both motivation and hygiene factors, have varying effects on job satisfaction, declaring that hygiene factors advocate for need to avoid unpleasantness while motivation factors promote need for individual-growth and self-actualization. However, critiques hold that the theory has substantive leaning on Maslow hierarchy of needs, yet there exist significant undercurrents about applicability of needs hierarchy relative to employee demographics - generational disparities and preferences. For instance, Rahman et al. (2013) and Kotni and Karumuri (2018) found that hygiene factors such as salary and job security played major roles in motivating employees and causing job satisfaction, yet they are not intrinsic factors. Similarly, Duty, (2022) observed that supervision and interpersonal relationship serve as important predictors of job satisfaction despite being extrinsic factors. In summary, the theory remains critical for this study as it provides a platform that underpins the framework for job satisfaction, the dependent variable.

2.2 Conceptual Framework

In global knowledge economy, intangible assets play a critical role, necessitating emphasis on human capital and employee motivation (Kianto, et al., 2016); which requires effective knowledge management support with versatile knowledge management processes. In their study, Abd et al (2013) considered knowledge acquisition, application, conversion and protection as constructs in their study as Wu and Chen (2014) adopted creation, transfer, integration and application; alternatively, Chang and Lin (2015) used knowledge creation, storage, transfer and application. In sync with these, Nawab, et al. (2015) and Tan and Wong (2016) viewed knowledge management processes as continuum of elements ranging from creation, capture, acquisition, organizing, storage, retrieval, sharing and application to utilization; which confirm diversity in conception of knowledge management processes. Depending on the contextual study one adopts, a variety of their combinations can be used for investigating corresponding impacts, including on job satisfaction.

Vroom (1964) viewed job satisfaction as individual affective orientation towards work roles they are undertaking while Locke (1976) conceived job satisfaction as the positive or pleasurable emotional state arising out of appraisal of current job and its experiences, as adopted in this study. Alternatively, Newstorm (2017) expressed that job satisfaction is a set of feelings - favorable or unfavorable, with which employees perceive their work as Kara (2020) concluded that job satisfaction relates to job motivation, organizational citizenship behavior, job performance and life satisfaction.

This study conceptual framework entails independent variable – knowledge management processes, decomposed into knowledge creation, sharing and application constructs as predictor variables influencing job satisfaction - the dependent variable; operationalized into work, salary, supervision as well as growth and development, as presented in the following figure showing envisaged interactions - see Figure 1.

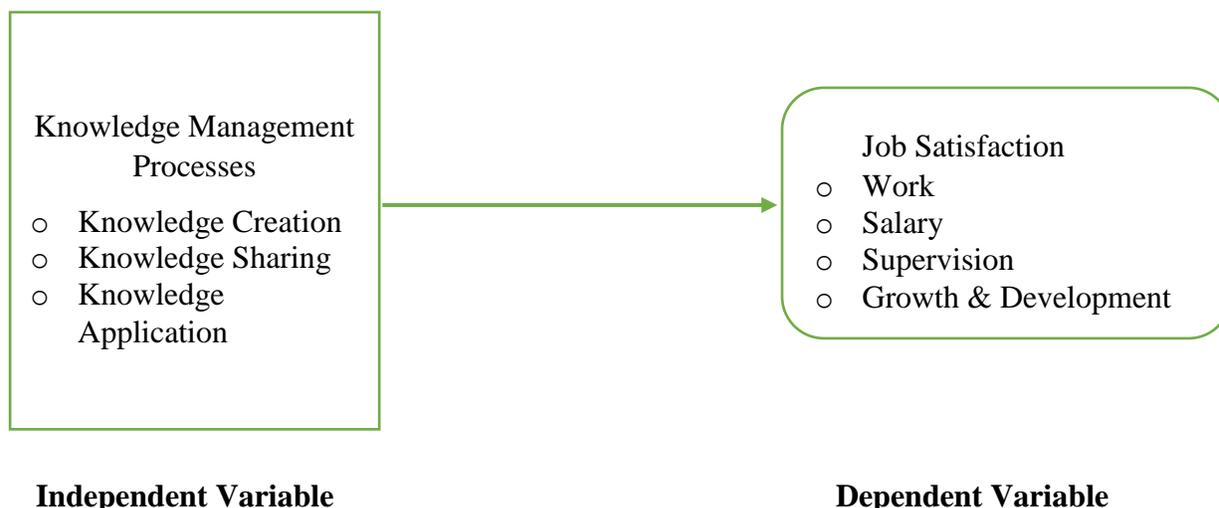


Figure 1: Conceptual Framework

2.3 Empirical Review

Knowledge creation stimulates an organization to developing new ideas and solutions for tapping opportunities, encouraging employee learning and enhancing innovativeness (Nowacki & Bachnik, 2016), which promote employee performance and job satisfaction. Juan et al (2018) argued that organizations exploit propensity for knowledge creation and sharing thereby improving their dynamic capabilities, through social capital theory - interactions, networks and continued learning, which in turn promote employee performance and job satisfaction.

In Nepal. Khanal and Poudel (2017) investigated knowledge management, employee satisfaction and performance, with results demonstrating that knowledge management processes – knowledge obtaining, organizing and applying, had positive relationship and significant impacts on employee satisfaction, similar to findings of Cegarra-Navarro, et al. (2016). When Sangiorgi and Siboni (2017) surveyed top managers of Italian universities on the amount, nature and management of voluntary intellectual capital disclosure under knowledge management processes, findings revealed significant amount of intellectual disclosure in social reports, of benefits for utilization in decision-making; concluding that university central role as knowledge silos require robust knowledge management processes for knowledge dissemination, transfer and sharing, construed as pertinent for prompt decision making, effective performance and optimal job satisfaction.

Buttressing Nowacki and Bachnik (2016) conclusion that knowledge creation sprouts new ideas and solutions for tapping unfolding opportunities that enable learning, innovativeness and promote job satisfaction; Rahmayanto, et al. (2019) assertion that knowledge management drives responsiveness to innovation, customer-care, stakeholder interests and conclusion that knowledge sharing enhances employee performance and job satisfaction. Relatedly, Aflah (2022) Indonesian case study demonstrated that knowledge sharing had positive and significant effect on individual diversity interaction, concluding that knowledge sharing enhances employee performance and job satisfaction.

When Tadesse (2020) investigated influence of knowledge acquisition, sharing, creation and retention on organizational performance with job satisfaction as mediating variable on Ethiopian firms, findings revealed strong and positive relationship between knowledge management and job satisfaction, concluding that knowledge management is critical for competitiveness. In Nigeria, Ayetigbo et al. (2023) similarly investigated impacts of knowledge acquisition, conversion and protection on employee performance with findings that ICT knowledge acquisition had positive impact on employee performance; knowledge conversion enhanced employee performance; and knowledge protection increased company competitiveness. The study recommended that firms strategically acquire, convert, build and protect relevant knowledge for enhanced performance. These entrenched Lin (2015) conclusion that knowledge sharing achieves transfer of wisdom, skills and technology for effective work processes thereby enhancing employee performance and job satisfaction.

On delivery of veterinary services in Kenya, Ogara et al. (2010) found rich, uncoordinated and unutilized knowledge demonstrating inadequacy of knowledge management processes. The study concluded that abundant tacit knowledge is not converted to explicit knowledge, thus impeding institutional memory and causing knowledge under-utilization. Relatedly, in a study to assess the extent of knowledge sharing in Kenya public sector service, Wamitu (2016) reported that absence of defined platform for knowledge sharing remain an impediment to performance enhancement. In both instances, a codification gap existed – lack of documentation, as significant hindrance to

sharing knowledge. The studies exposed the danger of not having adequate processes for capture and integration of tacit and explicit knowledge for utilization, which has potential for sub-optimal performance and trigger to lack of job satisfaction in public service.

In the Kenya private sector, Akinyi (2017) examined effects of knowledge sharing on institutional functioning at selected branches of ICEA Lion Asset Management Limited, using case study descriptive design with stratified proportionate sampling. Findings demonstrated that knowledge creation, acquisition, sharing and reuse have positive and strong correlation with performance, with employee knowledge hoarding hindering knowledge sharing efficiency while high staff turnover hampered growth of organizational tacit knowledge. The study concluded that knowledge management practices positively influence performance through effectiveness of standardized, repeatable procedures, prompt decision making and enabling the firm to leverage its size. Juan et al. (2018) buttressed this and highlighted three knowledge sharing dimensions – structural, relational and cognitive as significant in driving organizational benefits of social capital theory. They argued that courtesy of social capital theory, organizations demonstrate propensity for creation and sharing of knowledge through interactions and networks for learning to improve their capabilities, which promote performance and job satisfaction through resultant enhanced knowledge base.

It remains critical to note that while knowledge creation and sharing accelerate learning, innovativeness, access to target markets and employee performance (Ritala, et al., 2015), knowledge application strengthens firm operations, develops new products and generates new knowledge (Boateng & Agyemang, 2015) required for resolving enterprise challenges (Boateng, et al., 2018) and improving employee performance (Mardani, et al., 2018). Accordingly, this was buttressed in Rahmayanto et al. (2019) position that performance depends upon effectiveness of knowledge creation, sharing and utilization; declaring that inherent benefits accrue from effects of knowledge application such as innovation, enhanced customer-care and optimized stakeholder interests. Thus, knowledge application stands as fundamental antecedent to enhancement of productivity and job satisfaction.

Mosoti and Masheka (2010) recorded slow uptake of knowledge management practices among organizations in Nairobi, while Jagongo, et al. (2012) documented poor organizational practices and inefficient technological capability as the critical factors leading to low uptake of knowledge management, thereby impeding employee performance in manufacturing sector of Kenya. More than a decade later, need arises to ascertain the prevailing situation concerning mainstreaming of knowledge management in the manufacturing sector of Kenya and its effects on performance and job satisfaction in knowledge economy and preparation for the 4IR sphere.

3.0 Methodology

The study adopted post-positivism philosophy and explanatory research design with stratified proportionate sampling technique. Using Fisher's (1991) formula, a sample of 384 respondents from a target population of 12643 employees of 56 food manufacturing firms was obtained. Primary data for analysis and hypothesis testing was collected using a 5-point Likert scale questionnaire. A pilot study was conducted (Mcleod, 2023) covering 39 respondents from 10 food manufacturing firms and results used for improving the data collection instrument. To obtain the data, questionnaires were administered through a drop-and-collect technique. A briefing was conducted to explain aim of survey, surety of trust, privacy and confidentiality to respondents,

including availability of choice to use of hard or soft copy questionnaire. Data obtained was cleaned, collated and exposed to descriptive and inferential analysis - SPSS version 26 aided.

Validity determination was done in three dimensions - content, face and construct validities. For face and content validities assessment, the instrument was exposed to human resource experts and data analysts who critiqued with improvements. For construct validity, the instrument underwent factor analysis, with Steenkamp and Maydeu-Olivares (2023) position that suitable threshold for factor loadings should be ≥ 0.50 . Only statements with factor loading of 0.5 and above, were retained in the instrument for both independent and dependent variables, for actual field survey.

Cronbach's Alpha coefficient, α , was used to determine instrument reliability, which according to Vaske et al. (2017) is acceptable at $\alpha \geq 0.7$ as the study adopted. Knowledge management processes as the independent variable had a reliability coefficient of 0.722 while job satisfaction - the dependent variable had a reliability co-efficient of 0.727, indicating that items in both variables were suitable for the study.

4.0 Findings and Discussion

From distribution of 384 questionnaires, were received a total of 314 questionnaires, which upon cleaning and collation yielded 292 questionnaires accepted as meeting requirements and fit for analysis, achieving a response rate of 76%. The outcomes were presented as descriptive and inferential findings.

For interpretation of Likert scale responses, the researcher adopted use of frequency, percentage and mean for each statement in the variable as well as each construct and sub-construct; and used the following ranking on Likert mean scores: Very low=3.20 and below, Low=3.21 to 3.44, Average= 3.45 to 3.75, High= 3.76 to 4.49, Very High= 4.50 and above. The cut-off mean score adopted for the study was 3.75; with statements with lower scores requiring improvement.

4.1 Descriptive Statistics

4.1.1 Knowledge Management Processes

The objective of the study was to establish the influence of knowledge management processes on job satisfaction. The respondents were asked to indicate their level of agreement with statements provided, using a five-point Likert scale, where: 1=strongly disagree – SD; 2=disagree – D; 3=neutral – N; 4=agree – A; and 5=strongly agree - SA. In the table; M = mean while STD = standard deviation, both of Likert scores. The data was analyzed into percentages - concerning the number of respondents to each of the five response options, with its mean and standard deviation as shown in Table 1 summarized.

Table 1: Summary of Results for Knowledge Management Processes

Item No	Statement	SD %	D %	N %	A %	SA %	M	ST D
1. Knowledge Creation (KC)								
KC1	The organization creates knowledge through research and development activities	10.14%	8.70%	12.68%	43.84%	24.64%	3.64	1.23
KC2	Our organization provides meetings for employees to exchange ideas and experiences	9.78%	12.68%	7.97%	33.70%	35.87%	3.73	1.33
KC3	Employees from diverse backgrounds and areas of expertise work together on projects for work improvements	9.42%	8.70%	4.71%	65.58%	11.59%	3.61	1.1
KC4	The organization supports apprenticeship, attachment and internship programs that generate knowledge	10.87%	6.88%	9.78%	33.33%	39.13%	3.83	1.31
Average		10.05	9.24	8.79	44.11	27.81	3.70	1.24
2. Knowledge Sharing - KS								
KS1	Our organization encourages mentoring and coaching programs where experienced employees share their knowledge, skills and insights with upcoming colleagues.	10.14%	7.25%	11.23%	49.28%	22.10%	3.66	1.19
KS2	Our organization has internal social networks where employees connect, communicate and share knowledge freely.	9.78%	11.59%	10.87%	30.43%	37.32%	3.74	1.33
KS3	Our organization organizes knowledge fairs and expos where employees communicate and showcase ideas	10.14%	10.87%	10.87%	42.75%	25.36%	3.62	1.25
Average		7.52	9.90	10.99	40.82	28.26	3.67	1.26
3. Knowledge Application - KA								
KA1	My organization modifies its products, strategies and behavior in light of emergent experience and acquired knowledge.	8.70%	10.87%	9.06%	31.88%	39.49%	3.83	1.3

KA2	The organization emphasizes the use of its knowledge base in solving work-related problems at individual and team levels.	9.78%	10.14%	11.96%	31.88%	36.23%	3.75	1.31
KA3	All staff are directed to utilization of new knowledge acquired as routine in their operations.	10.87%	8.70%	8.70%	43.12%	28.62%	3.7	1.27
KA4	Our company encourages using new knowledge for purposes of improving customer satisfaction and supplier services	6.88%	11.23%	10.14%	38.04%	33.70%	3.8	1.21
KA5	Our organization is effective in exploiting acquired knowledge to improve its company-wide productivity and performance	6.52%	10.14%	11.96%	39.49%	31.88%	3.8	1.18
	Average	8.55	10.22	10.36	36.88	33.98	3.78	1.25

The outcomes were summarized from statement results to construct performance and variable scores, in percentage for number of respondents, together with mean and standard deviation based on Likert scores. Table 2 gives a summary of all constructs and their comparative scores summarized.

Table 2: Knowledge Management Processes (KP) Construct Summarized Scores

Item No.	Construct	Disagreeing	Neutral	Agreeing
KC	Knowledge Creation	19.29	8.79	71.92
KS	Knowledge Sharing	17.42	10.99	69.08
KA	Knowledge Application	18.77	10.36	70.86
	Mean for KP	18.49	10.05	70.62

Table 2 was transformed to achieve outcomes of disagreeing and agreeing responses, maintaining neutral responses - for not being explicit. Thus Table 3 shows crystallized responses, by summing up SD with D into a set of disagreeing while A is lumped up with SA into a set of agreeing. The table supports horizontal analysis for all the constructs and vertically gives variable grand mean on the constructs.

Table 3: KP Snapshot of Descriptive Performance

Item No.	Construct	Disagreeing	Neutral	Agreeing
KC	Knowledge Creation	19.29	8.79	71.92
KS	Knowledge Sharing	17.42	10.99	69.08
KA	Knowledge Application	18.77	10.36	70.86
	Mean for KP	18.49	10.05	70.62

Findings in Table 3 show that close to 72% agree with operating aspects of knowledge creation in the industry with close to 9% neutral while 19% disagreed, both requiring root cause analysis for corrective actions. Weaknesses identified under knowledge creation included ineffective creation of knowledge through research and development activities, inadequate fora for exchanging ideas and experiences and, inability of employees from diverse backgrounds to work together. To forestall deleterious effects of these shortfalls, industry managers have to institute corrective measures in order to improve knowledge creation contribution to influence of knowledge management processes on job satisfaction. The significance of this lies in the Nowacki & Bachnik, (2016) emphasis that knowledge creation enables an organization to develop new ideas and solutions for tapping opportunities through employee learning and innovativeness; which have potential to enhance employee performance and job satisfaction.

Knowledge sharing neutral response was almost 11% with 17% disagreeing, implying requirement of diagnostic intervention to turn around close to 28% of respondents, using three knowledge sharing dimensions – structural, relational and cognitive, buttressed in social capital theory (Juan et al., 2018), with potential to influence job satisfaction. Areas requiring improvements in knowledge sharing were ineffectiveness of mentoring and coaching programs, poor internal social networks, inadequate utilization of knowledge fairs and expos and showcasing of ideas; and need to enhance communication. The necessity for required intervention is entrenched in Lin (2015) position that knowledge sharing yields transfer of wisdom, skills and technology for effectiveness of work processes, enhanced performance and job satisfaction. Moreover, the envisaged corrective actions would enhance knowledge sharing contribution to knowledge management processes influence on job satisfaction, based on Ritala, et al. (2015) assertion that knowledge sharing accelerates learning, innovativeness, access to target markets and employee performance, which are intrinsic motivations stimulants to job satisfaction.

Knowledge application attained close to 71% agreeing; with 10% neutral and 19% disagreeing requiring needs assessment to determine corrective actions. The aspect of knowledge application requiring improvement was poor routine adoption and utilization of new knowledge, with potential to deter performance and satisfaction. Converting the disagreeing respondents creates synergy of aligned efforts in tandem with Boateng & Agyemang (2015) declaration that knowledge application strengthens firm operations, develops new products and generates new knowledge used in resolving enterprise challenges (Boateng, et al., 2018), improving employee performance (Mardani, et al., 2018) and enhancing job satisfaction. Further benefits would accrue from corrective actions relative to Rahmayanto, et al. (2019) observation that knowledge application promotes responsiveness to innovation, customer-care and stakeholder interests, confirming that employee performance and job satisfaction are dependent upon effectiveness of knowledge creation, sharing and utilization.

For processes variable, 29% for neutral and disagreeing respondents required root cause analysis for aspects of knowledge management processes, earlier mentioned for each construct by assessing work environment factors similar to Cegarra-Navarro, et al. (2016) assertion the factors influence knowledge management processes of acquisition, conversion and application, concluding that bulk of organizational knowledge arises from external sources making knowledge management processes significant factors for performance, with potential to enhance job satisfaction.

Table 2 gives Likert mean scores of 3.70; 3.67 and 3.78 respectively for knowledge creation, sharing and application, indicating knowledge sharing as most limiting on influence of knowledge management processes on job satisfaction. To mitigate this, industry managers need to undertake

diagnostic interventions to determine factors jolting propensity of knowledge management processes as confirmed in Ayetigbo et al. (2023) findings that knowledge acquisition, conversion and protection positively impact employee performance and competitiveness; with recommendation that firms strategically acquire, convert, build and protect relevant knowledge for enhanced performance, potentially improving job satisfaction.

4.1.2 Job Satisfaction

The study had knowledge management as independent variable with job satisfaction as dependent variable having four constructs investigated: work, salary, supervision and, growth and development. To statements provided, respondents were asked to indicate their level of agreement, using a five-point Likert scale, where: 1=strongly disagree – SD; 2=disagree – D; 3=neutral – N; 4=agree – A; and 5=strongly agree - SA. In the table, M = mean; while STD = standard deviation, both of Likert scores. The data was analyzed into percentages - concerning number of respondents for each of the five response options on corresponding statements, with its mean and standard deviation as shown in Table 4 summarized.

Table 4: Descriptive Summary of Results for Job Satisfaction

Item No	Statement	SD %	D %	N %	A %	SA %	M	STD
1.	Work - WK							
WK1	My form of employment – casual, contract or permanent, is satisfying.	1.81	16.67	11.59	22.46	47.46	3.97	1.19
WK2	My work conditions are satisfactory	2.90	13.41	12.32	36.59	34.78	3.87	1.12
WK3	Feedback on my work performance is satisfactory	1.09	15.22	14.86	48.55	20.29	3.72	0.99
	Average	1.93	15.1	12.92	35.87	34.18	3.85	1.10
2.	Salary - SA							
SA1	The current level of salary is satisfying.	1.81	18.48	21.01	33.70	25.00	3.62	1.10
SA2	Reward given for extra-performance is adequate	2.17	17.75	15.58	35.87	28.62	3.71	1.13
SA3	The remunerations are punctually and regularly released	1.45	11.23	11.96	54.71	20.65	3.82	0.94
	Average	1.81	15.82	16.18	41.43	24.76	3.71	1.06
3.	Supervision - SU							
SU1	My direct supervisor knows my job well	1.81	19.20	18.12	45.29	15.58	3.54	1.03
SU2	My effort and commitment are appreciated by my direct supervisor.	1.09	18.48	11.96	37.32	31.16	3.79	1.11
SU3	I receive appropriate feedback from my supervisor	2.17	20.65	15.58	22.46	39.13	3.76	1.23
	Average	1.69	19.44	15.22	35.02	28.62	3.70	1.12
4.	Growth and Development - GD							

GD1	The coaching and mentorship offered by the employer meet my expectations for career progress.	4.35	19.20	19.57	30.80	26.09	3.55	1.19
GD2	The company helps me build effective networking for career growth and development	1.81	15.58	19.20	36.59	26.81	3.71	1.08
GD3	My growth and development compare favorably with peers in the industry	1.09	18.84	19.93	42.03	18.12	3.57	1.03
	Average	2.42	17.87	19.57	36.47	23.67	3.61	1.1
Item No.	Construct	STD %	DA %	N %	AG %	STA %	M	SD
WK	Work	1.93	15.10	12.92	35.87	34.18	3.85	1.10
SA	Salary	1.81	15.82	16.18	41.43	24.76	3.71	1.06
SU	Supervision	1.69	19.44	15.22	35.02	28.62	3.70	1.12
GD	Growth & Development	2.42	17.87	19.57	36.47	23.67	3.61	1.10
	Grand JS Means	1.96	17.06	15.97	37.20	27.81	3.72	1.10

These outcomes were summarized from statement results to construct and variable performance concerning percentage number of respondents, together with mean and standard deviation of the Likert scores, as shown in Table 5 giving a summary of all the constructs and their comparative scores.

Table 5: Job Satisfaction Snapshot of Descriptive Results

Item No.	Construct	Disagreeing %	Neutral %	Agreeing %
WK	Work	17.03	12.92	70.05
SA	Salary	17.63	16.18	66.19
SU	Supervision	21.13	15.22	63.64
GD	Growth & Development	20.29	19.57	60.14
	Mean for Job Satisfaction	19.02	15.97	65.01

Table 5 was further transformed to outcomes of disagree, neutral and agree magnitudes giving Table 6 of crystallized responses, which involved summing up SD with D into a set of disagreeing while A is lumped up with SA into agreeing. The table supports horizontal analysis for all the constructs while vertical terminal gives variable grand mean for the three response categories.

Table 6: Job Satisfaction Snapshot of Descriptive Results

Item No.	Construct	Disagreeing	Neutral	Agreeing
WK	Work %	17.03	12.92	70.05
SA	Salary %	17.63	16.18	66.19
SU	Supervision %	21.13	15.22	63.64
GD	Growth & Development %	20.29	19.57	60.14
	Mean for Job Satisfaction	19.02	15.97	65.01

Findings in Table 6 show that over 70% agree with prevailing work status in the industry while close to 30% don't, requiring root cause analysis, to forestall potential underperformance. Fonkeng (2018) acknowledged that work aspects not motivating to employees eventually lower their performance, relating these to: relationships at work, role in the organization, factors intrinsic to the job, career development, organizational structure and work climate. These become antecedents for diagnostic intervention for enhancing job satisfaction.

For salary situation in the industry, approximately 66% respondents agreed with prevailing salary levels while 34% had concerns requiring root cause analysis. Rizwan (2014) confirm that inadequate monetary reward can be a prime source of lack of satisfaction and is in this case a cue for corrective actions to limit hygiene displeasure relating to salary factor in contribution to job satisfaction. Concerning supervision, about 64% agreed while close to 36% did not, signaling necessity for diagnostic intervention to determine causes of hygiene displeasure caused by supervision status. Qureshi and Hamid (2017) posited that effective supervisor support is necessary as it positively influences job satisfaction, arguing that making employees happy and contented with their jobs is a key dynamic towards having a robust and versatile workforce. Relatedly, Rahmayanto et al (2019) emphasized the critical role of cordial relationship between employee and supervisor, declaring that it promotes alignment of employee objectives to organizational goals, promotes optimal utilization of resources and enhances job satisfaction.

For growth and development, about 60% of the respondents agreed with the current status while close to 40% found it unsatisfactory, which was reason enough for diagnostic interventions to enhance job satisfaction through employee growth and development activities such as enhanced employee training, education development, promotions and succession planning among others. Mathieu et al. (2022) declared that mainstreaming growth-oriented work values such as coaching, mentoring, training and development together with instrumental work values such as salary and promotion, potentially improve job satisfaction.

With Table 5 giving Likert mean scores of 3.85; 3.71, 3.70 and 3.61 for work, salary, supervision and, training and development respectively, it was observable that training and development was the most limiting to job satisfaction. Though close to 65% of the respondents agree with the industry situation of job satisfaction as suitable, about 35% respondents did not. In their study, Alromaihi et al. (2017) established a mutual relationship between job satisfaction and employee performance, with a conclusion that successful organizations are those that undertake periodic surveys to track prevailing levels of job satisfaction, given their fundamental roles in organizational competitiveness.

4.2 Correlation Analysis

Pearson correlation analysis was conducted to determine the strength and direction of the relationship between knowledge management processes and job satisfaction, results shown in Table 7.

Table 7: Correlation between Knowledge management processes (KP) and Job Satisfaction

		KP	Job satisfaction
KP	Pearson Correlation	1	
	Sig. (2-tailed)		
Job satisfaction	Pearson Correlation	0.656**	1
	Sig. (2-tailed)	0.000	

** Correlation is significant at the 0.01 level (2-tailed).

4.3 Regression Analysis

A linear regression analysis was conducted to test the hypothesis, “Knowledge management processes have no significant influence on job satisfaction in food manufacturing firms in Nairobi, Kenya” with findings presented in Tables 8, 9 and 10.

Table 8: Knowledge Management Processes and Job Satisfaction Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.656a	0.43	0.428		0.29497

a Predictors: (Constant), knowledge management processes

From Table 8, the adjusted R squared of 0.428 implied that 42.8% of the variations in employee performance is explained by knowledge management processes while 57.2% of variations in job satisfaction is explained by factors not in this model. The results are congruent with Khanal et al. (2017) findings that components of knowledge management processes – knowledge obtaining, organizing and applying, had positive relation with job satisfaction. Similarly, Ahmed et al. (2020) found that knowledge sharing has positive and significant impact, asserting that when employees share knowledge, they learn from each other’s experiences and expertise, leading to skill enhancement and development of new competencies, which enhances job satisfaction.

Table 9: ANOVA for Knowledge management processes and Job Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.968	1	17.968	206.515	.000b
	Residual	23.84	274	0.087		
	Total	41.808	275			

a Dependent Variable: job satisfaction

b Predictors: (Constant), knowledge processes

The ANOVA findings from Table 9 give a significant F-statistic ($F=206.515$, $p=0.000 < 0.05$), showing that regression model for knowledge management processes and job satisfaction is a good fit; depicting that knowledge management processes model can significantly predict job satisfaction. This implies that knowledge management processes as a construct is satisfactory in statistically predicting job satisfaction for food manufacturing firms in Kenya.

Table 10: Regression coefficients for Knowledge management processes and Job Satisfaction

Mode 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.327	0.155		8.545	0.000
KP	0.615	0.043	0.656	14.37	0.000

a Dependent Variable: job satisfaction

From findings in Table 10, the t-statistic for regression coefficient of knowledge management processes is greater than 1.96 ($t_{cal}=14.37 > t_{crit}=1.96$) with corresponding p-value of less than 0.05 ($p=0.000$). Therefore, the null hypothesis that knowledge management processes have no significant influence on job satisfaction in food manufacturing firms in Kenya was rejected; because results ($\beta=0.656$, $p=0.000$) indicated that knowledge management processes have positive and statistically significant effect on employee performance in food manufacturing firms in Nairobi, Kenya. Thus, a unit change in knowledge management processes constructs - creation, sharing and application, results in job satisfaction change by 0.656 units in the same direction. Following is the resultant regression model:

$$\text{Job Satisfaction} = 1.327 + 0.656KMP + e$$

The findings buttress Cegarra-Navarro et al. (2016) conclusion that bulk of organization knowledge arises from external sources making knowledge acquisition, conversion and application significant factors, as processes provide critical linkage to required knowledge for effective employee engagement and job satisfaction. This was further illuminated in Tadesse (2020) declaration that knowledge acquisition, creation, sharing and retention collectively enhance job satisfaction and performance by ensuring employees are well-informed, innovative and involved in continuous improvement activities. The conclusion that knowledge management processes have statistically significant influence on job satisfaction agreed with Aflah (2022) position that knowledge sharing and application practices have positive and significant influence on individual diversity interaction.

5.0 Conclusion

The study objective was to establish influence of knowledge management processes on job satisfaction in food manufacturing in Kenya. The null hypothesis that knowledge management processes have no significant influence on job satisfaction, was rejected. This was supported by

the fact that concurrence of respondents with potential positive influence of knowledge management processes on their satisfaction was at the adequate levels of 72% for both knowledge creation and sharing, with 71% for knowledge application. Respondents identified weaknesses, especially in knowledge creation and sharing that jolted knowledge management influence on job satisfaction; for instance, on knowledge creation, findings showed that ineptitude existed in research activities thereby lowering outputs in terms of knowledge capture, acquisition and generation. Similarly gaps in knowledge sharing were exposed, relating to all its three facets of structural, cognitive and relational dimensions, potentially lowering dissemination of data, information, knowledge, innovation and decisions. The study revealed that knowledge management processes positively influence job satisfaction.

6.0 Recommendations

Knowledge management processes had Likert mean score of 3.72 that was below industry threshold of 3.75 and therefore industry managers have to undertake root-cause analysis and implement corrective actions, especially concerning knowledge creation and sharing. Industry human resource managers alongside policy implementers and regulators should formulate corrective actions particularly relating to: research activities and instruments for dissemination of data, information, knowledge, decisions and innovations.

For enhancement of influence of knowledge management processes on job satisfaction, respective managers of quality management, human resource, finance and production portfolios should generate, adopt and implement a matrix of corrective actions as part of annual plans of the firms. This study recommends that researchers further undertake studies in non-food manufacturing sector to widen applicability of findings.

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